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ER 3780-88

30 September 1988

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Administration
Inspector General
General Counsel
~~Director~~ of Congressional Affairs
Comptroller
Director, Security Evaluation Office

FROM: Executive Director

SUBJECT: Preparations for a New Administration

1. The DCI has approved the list of non-substantive ~~papers~~ ~~that the EXCOM agreed on at its meeting on 23 September (see attached list).~~ He would like us to prepare three additional papers as well:

Counterterrorism. Describe our interdisciplinary approach to the counterterrorism problem, how we fit in with the rest of Community, some notable operational successes and failures, resources picture, command and control issues, and what we would like to see happen in the near term in this area.

Overseas Security. Briefly describe our response to the Moscow Embassy situation, including the establishment of SEO; explain the mission and functions of SEO; give a factual (i.e., non-emotional) rundown on State-SEO relationship and remaining problem areas.

Executive Branch Oversight. Describe mission, functions and composition of PFIAB, IOB; review some of the benefits and drawbacks of PFIAB and IOB oversight, any changes we would recommend.

2. I would like the following components to take the lead in preparing short (i.e., no more than two pages, single-spaced) briefing papers in narrative form for the DCI to use with top officials of the next Administration on the issues indicated--coordinating with other components as required (e.g., the DDO should coordinate with the DDA, Comptroller, and SEO on "Operating Overseas"):

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DDI	Topic #1 (The Policy Process)
DDO	Topics #4 (Operating Overseas) #5 (Covert Action) #6 (Counterintelligence) #7 (Counternarcotics) The new Counterterrorism issue
DDA	Topic #9 (Controlling Classified Information)
OCA	Topic #2 (Relations with Congress)
Comptroller	Topic #3 (Resources)
OGC	Topic #8 (Law Enforcement Issues)
SEO	The new Overseas Security issue
OIG	Executive Branch Oversight (IOB only)

Each paper should start with a brief descriptive section that flows into a more proscriptive discussion of each issue.

3. In addition, the Comptroller should prepare a two-page overview paper summarizing the basic mission, functions and responsibilities of the Agency, including our responsibilities toward and relationships with other Intelligence Community agencies (touching, for example, on the NRO, NSA, and our government-wide communications responsibilities overseas). The overview paper would briefly describe in very general terms what it is we do here, while the issue papers would lay out in equally brief fashion what it is we would like to see done with respect to each problem.

4. In order to have a draft package ready for the DCI to review when he returns on 17 October, I will need your input by COB on Tuesday, 11 October. Please call me or if you have any questions regarding this exercise.

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Attachment
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cc: DDS&T

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Topics For a New Administration

1. The Policy Process. Describe how the Agency fits into the overall policy process and how it is represented at National Security Council (NSC), Policy Review Group (PRG), and Policy Coordination Group (PCG) levels. Identify problem areas, possible solutions.

2. Relations with Congress. Describe how we interact with Congress, what information is shared with or provided to the oversight committees, how we notify Congress of covert actions, our position on legislation coming up early in the next Congress, Congressional attitudes toward CIA programs. Identify problem areas, possible solutions.

3. Resources. Describe how CIA gets its funding, how it fits into the overall defense budget, role of IC Staff in budget process, the impact of federal budget reductions on CIA activities, where CIA stands regarding financial and personnel resources, what we would do if we had more resources.

4. Operating Overseas. Describe how CIA is coping with the decline in the value of the dollar, the growing threat to personal safety, the increasing requirements for installing and maintaining sophisticated and expensive security and communications equipment, and the reluctance of State Department to participate in protecting US overseas facilities from hostile penetration.

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5. Covert Action. Describe how proposals are originated, how they are vetted, resources involved, how programs are funded, successes and pitfalls of particular types of programs.

6. Counterintelligence. Describe our recently expanded effort in the CI area, including Community and Agency organizational changes, reasons for the expanded effort, long-range plans for keeping the Intelligence Community focused on the issue, continuing problem areas.

7. Counternarcotics. Explain how we fit into the government's counternarcotics program, what activities we currently are engaged in, what our long-term plan is for helping the government's anti-drug programs, how this plan fits into CIA's basic intelligence production mission, concerns about law enforcement issues.

8. Law Enforcement Issues. Describe the relationships between CIA and DoJ, Agency assistance to law enforcement agencies, the role of the Agency in criminal proceedings, the use of intelligence in law enforcement (especially in counternarcotics and counterterrorism).

9. Controlling Classified Information. Explain how the Agency tries to protect its sources and methods. Look at compartmentation, pre-publication review, leaks, the use of the polygraph, and policies on providing access to Executive and Legislative Branch officials. Identify possible courses of action.

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